

## MAG Recommendations Pending DCI Action

1. Set up a small office of Personnel Policy under the DDCI to establish overall personnel policy, monitor adherence, and handle career management of employees: GS-14 and above; on rotational assignments; on detail to other agencies; and directed by an individual appointed from outside the Agency.

The present system is more flexible than an office under the DDCI would be. Separating the personnel policy role from the personnel management role could cause duplication of effort and fragmentation of the overall personnel program. This fragmentation would result in the experience gained in the administration of policy not being translated into new personnel policy. In terms of the evaluation of Agency-wide personnel policies, other offices at the DDCI level (e.g., IG and the Comptroller) are able currently to perform that function and recommend changes.

2. Make promotions of lower grade professionals more competitive to reduce the GS-14/15 bottleneck bulge.

The suggestion implies that personnel in the lower grades are promoted too rapidly; the statistics indicate that such is not the case. The bulge problem stems from a very low rate of attrition, and does not exist because those who are promoted on the basis of comparative evaluation are promoted too rapidly.

3. Reduce the number of managerial positions and layers to make room for specialists (persons not motivated for management careers but possessing special skills) at higher grades.

The dual track system for advancement to higher grade levels is being used currently by the DDI and the DDO. Although there is no Agency-wide dual track system, directorates and career services are using it, as appropriate. A reduction in the number of managerial positions and layers would not necessarily insure room for specialists. At present 29 percent (780) of the total GS-14 and above positions are classified on the basis of substantive skills rather than managerial or supervisory content of the job.

4. Relax time-in-grade standards for promotion.

Relaxation of time-in-grade standards for promotion allows for the rapid advancement of exceptional employees. The newly revised regulation

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on promotion [ ] states that "those employees who give indication that they will be exceptional performers at higher levels of responsibility should not be constrained by time-in-grade guidelines if they are otherwise qualified for advancement." Though relaxation of time-in-grade standards is encouraged, what actually controls the rate of promotions is the frequency with which vacancies are created through separation or advancement. At present, few vacancies are occurring, with the effect of delaying promotions. An individual performing in a position of responsibility higher than his/her present grade should be given consideration for the appropriate grade, but the actual number of promotions is controlled by the Career Service Grade Authorization (CSGA) and thus by the number of vacancies occurring.

5. Shift responsibility for job specification/grade-level definition from Position Management and Classification to the local manager.

Local managers have too much vested interest and close involvement with their programs and their personnel to maintain an objective approach to classification. The principle of equal work for equal pay could not be maintained between Agency components or between the Agency and the rest of government. Such a decentralized system as proposed would require extensive oversight by a larger number of personnel than the present centralized system requires.

6. Expand use of Civil Service Commission practice of the double-jump-promotion at the lower professional grades.

This recommendation has been discussed by the EAG and opinions of the various MAG groups have been received. The Office of Personnel is in the process of compiling the results for an eventual recommendation.

7. Reinstitute/formalize a three-year trial/probationary period for all newly hired employees.

A three-year trial period was established 10 May 1977 for all employees entering on duty after that date. The DCI's Head of Agency termination authority was delegated to the Director of Personnel for the three-year period. Provision is made for the employee to appeal to the DCI when the Director of Personnel's decision is made in the third year.

8. Disseminate more widely career-planning data, especially regarding ceilings, promotion rates, etc.

Various mechanisms exist already to provide such information, e.g., career services, developmental profiles, counselor programs, handbooks,

careers committee, etc. Career services will be asked to identify and implement additional mechanisms for disseminating such information.

9. Examine the possibility of setting up distinct panels involved in evaluation and career planning for employee pool (GS-14/15) from which future supergrades will be drawn.

Separating the GS-14/15 officers from the career service would fragment the overall Agency personnel program. However, the Executive Advisory Group (EAG) currently is implementing a modified version of the recommendation. The EAG has identified approximately 50 key operating positions in the Agency and the dates these positions are expected to become vacant. Each Deputy Director will nominate candidates for the vacancies. The EAG will discuss the Directorates' nominees plus any additional candidates they may wish to consider. Final selection for the key positions probably will be made by the EAG.

10. Examine the desirability of developing procedures for disposition/handling of the lowest-rated employees.

In the past, officers falling in the lowest third percentile of their career service panel rankings were not counseled about their performance, but neither were any administrative actions taken against them. [ ] was revised recently to reflect current Agency policy for handling the lowest-rank employees. Employees ranked in the lowest three percentile for two consecutive years are subject to reassignment, downgrading, or separation. These measures will ensure that the career progression of more qualified officers is not blocked. [ ]

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11. Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel.

The DCI approved closed-circuit TV for the Agency and the installation is now under way.

12. Expand "Notes from the Director" to provide a forum for timely, forthright, factual accounts of initiatives, programs and options under consideration, etc. Include recognition of recent Agency accomplishments.

This currently is being done. The spirit of the recommendation, i.e., that the "Notes" should be as informative and as constructive as possible is fundamental to the concept of the "Notes." The DCI's current and

projected use of "Notes" does provide a forum for accounts of initiatives, programs and options under consideration. These "Notes," incidentally, have been well received.

15. Prepare comprehensive package of recommendations on personnel promotion and specifically how to improve personnel flow (assigned by DCI and DDA MAG).

The Office of Personnel/Plans Staff currently is staffing out this recommendation.

16. Distribute "Notes from the Director" to every employee.

"Notes" now are being distributed to every employee.

18. Strengthen the DDCI's (Or any other appropriate officer's) role in clarifying and expressing your aims to employees.

The DCI personally is interested in open and meaningful communications between him and Agency employees. He uses the DDCI and other appropriate officers to supplement his own contacts with employees, but he does not wish their assistance to be in lieu of his personal involvement.

26. Coordinate papers submitted to non-Agency consumers that deal with topics for which more than one office is responsible.

Formal coordination of intelligence products with the appropriate offices in the DDI and the DDO is the prescribed way of doing business. In fact, emphasis on inter-disciplinary research and multiple authorship of papers by experts drawn from several offices is intended to make this process more than perfunctory. However, the coordination process does not always work as well as expected. Oversights can occur. The situation where a drafting office has such a proprietary attitude toward a subject and decides a paper need not be coordinated within the directorate occasionally occurs. All production office chiefs are instructed to ensure that papers are properly coordinated.

29. Consider CIA policy of circulating to other departments/agencies a list of forthcoming publications. Request they reciprocate.

The DDI has tried this recommendation and will use it periodically in the future. Circulation of a list of upcoming publications creates a problem, however, when the Agency cannot meet the anticipated publication date.

30. Consider forming a centralized office of Executive Liaison to coordinate interagency cooperation.

The present Agency system seems to work well. Interagency liaison is viewed and handled in two distinct categories. Relations with national security agencies is handled within the IC Staff structure. Relations with cabinet-level executive agencies outside of the Intelligence Community is handled within the Office of the DDCI.

33. Use the NIO system to produce a community product only when a coordinated view is determined to be absolutely necessary.

A coordinated intelligence community position on some subjects is clearly in order and desired by top US officials. It thus behooves us to have an effective, tested process for producing interagency memos, NIEs, SNIEs, and other such papers.

At the same time, we should preserve the opportunity for individual agencies to produce intelligence reports presenting their unique assessment of developments related to national security. I agree that there is little profit in subjecting to the community coordination process, products which are clearly departmental in nature as products on subjects about which there are clearly no divergent views.

36. Give the Suggestion Awards Committee sufficient authority to act on suggestions so that it does not serve only as an intermediary between the "suggester" and the component affected by the suggestion.

The Suggestion Awards Committee possesses sufficient authority to act on suggestions. The Committee itself lacks the expertise to rule on the merits of suggestions and relies on the component(s) of primary interest. In cases where seemingly good ideas are not supported by evaluating components, the Committee does seek added study or more definitive explanations of the denial. Occasionally, the Committee will use independent evaluators to reexamine the original evaluations or will seek reexamination of substantive proposals through command channels.

37. Eliminate the practice of awarding people for suggestions that should be considered integral parts of their jobs.

Awards are not given for suggestions that are in fact simply a normal requirement of the individual's duties. The Suggestion Awards

Committee looks carefully at line-of-duty factors and does not vote for a cash award unless the suggester's contribution is so superior as to warrant recognition. In most cases, the ideas and improvements that employees suggest have some relationship to their work. This is the logical area in which we would expect employees to perceive proposals for improvement. We follow the Civil Service Commission guidance to all government agencies on the administration of their awards program.

38. Support the MAG groups which are trying to solve the smoking/non-smoking area problem.

The Office of Logistics already has taken some initiatives, such as designation of non-smoking areas in the cafeteria and publication of a bulletin to remind employees that smoking is prohibited in the elevators. The DDA will pursue additional steps to try to eliminate the problem.

39. Develop a systematic managerial development program to ensure individuals are trained in appropriate managerial skills before progressing to the next managerial level.

The Agency's Personnel Development Program (PDP) instituted in 1973 provides a systematic program for the selection of officers, GS-13 and above, who evidence talents for executive assignment. Individually tailored programs of basic training and experience are designed for these officers to develop their managerial and executive skills. In addition, the Office of Training's Management Training Program was designed and developed to meet the needs of Agency managers as they progress from one managerial level to the next. Internal training is supplemented when appropriate by management training courses at federal and academic institutions. The key to the development of successful managers is responsible selection, individualized training, and challenging assignments and senior managers must ensure capable younger officers are offered these opportunities.

40. Expand the directorate-level management intern program to the office and group levels, giving potential managers opportunities for additional administrative experience.

The directorate-level management intern program referred to above involves only senior officers. Rotating younger officers in anticipation of future managerial assignments is more difficult because lower-level jobs require expertise often in very technical matters which the detailee cannot learn in sufficient depth to be of value to the receiving component. However, one or two of the Directorates are experimenting in some of these areas.

41. Consider a managerial career service, enabling people to be evaluated and promoted on their managerial skills.

Agency practice has been to develop managers from the specialist body of employees, providing the experience and training needed for development of the managerial skills over a period of time as the employee moves up the career ladder. This system has the advantage of developing managers with sufficient substantive knowledge to successfully handle offices composed of specialist employees.